
STEP 8: **DEVELOP A STRATEGY - *HOW DO WE IMPLEMENT ACTIONS?***

In Step 7, the Hazard Mitigation Committee selected the actions to be taken and prioritized them.

At the end of this step, the Committee will have developed a clear strategy that outlines who is responsible for implementing each of the prioritized items, as well as when and how the actions will be implemented.

In Steps 1 through 7, the Committee determined the WHY, WHAT and WHERE of the plan: WHY mitigation efforts are important, WHAT you need to do to address mitigation, and WHERE in the community you want to implement measures to reduce losses. To ensure that the plan will be implemented, these additional questions must be answered:

- WHO?** Who will lead the implementation efforts? A lead person responsible for managing hazard mitigation efforts must be assigned. Who will put together funding requests and applications? Paid staff or volunteers must be assigned to administer mitigation programs.
- WHEN?** When will these activities be implemented, and in what order? Determine a schedule for implementation. As mentioned earlier, top priorities may also be the first items to be implemented, or they may have to wait until a bylaw or ordinance is passed, or funds appropriated. Several activities may be implemented simultaneously.
- HOW?** How will the community fund these projects? Identify a budget and potential sources of funding. How will the community physically implement these projects? Identify technical assistance sources (see Appendix A for Technical and Financial Assistance Resource lists).

Since many of the actions identified may be continuing programs, and since the maintenance of a good plan itself is an ongoing process, action implementation should be incorporated into staff work plans. If volunteer groups are working on the activities or planning, a schedule should be prepared for implementation, and coordination with community officials should be planned. The primary ongoing work will consist of preparing funding proposals for specific activities, whether for the community's review or for outside funding, and scheduling and conducting meetings.

CHECKLIST FOR STEP 8

WHO? ESTABLISH IMPLEMENTATION GROUP

- ☐ Identify person in charge who:
 - ✓ is responsible for ensuring that project(s) continue to make progress
 - ✓ can dedicate a significant amount of time to this task
 - ✓ has the ability to obtain assistance from others
- ☐ Determine how the leader will work with the group.
 - ✓ Does the leader have authority?
 - ✓ Does the leader manage people/time/money efficiently?
 - ✓ Can the leader direct others?
 - ✓ Can others veto the leader's decisions?

WHEN? PREPARE AN IMPLEMENTATION

- ☐ Identify all implementation tasks.
- ☐ Determine needed order of completion.
- ☐ Coordinate with other community activities and determine any special scheduling needs (e.g., town meeting).
- ☐ Determine start date and target completion date.

HOW? DEVELOP IMPLEMENTATION PROCESS

- ☐ Determine what permits or approvals are needed, and the procedure to be followed.
- ☐ Determine what resources are needed for implementation by identifying sources of funding, staff needs, and technical assistance needs.
- ☐ Reevaluate initial implementation strategy: Is funding available? Is necessary staffing available? Is approval likely from regulators and others? Are the costs still accurate given identified administrative/implementation needs?
- ☐ Include provisions so that the process is ongoing.

PRODUCT

A strategy for implementing the selected hazard mitigation actions, detailing when, how and by whom the actions will be carried out, and with what funding source.

Implementation Strategy for Priority Objectives (Example)

Goal #1: Improve the Town's ability to protect properties from flooding.			
Objectives:	Who	When	How
1. Amend the zoning ordinance to limit development in sensitive areas.	Planning Board	March Town Meeting	Planning Board will hold public hearings on draft language in the fall and winter.
2. Develop an educational brochure.	Outreach Subcommittee of Hazard Mitigation Committee.	Begin immediately. Expect completion in 3 months.	Subcommittee will rely on volunteer educators and graphic artists, and seek donations to cover the costs of printing.
Goal #2: Make all efforts to ensure that the Towns' public infrastructure is protected against hazard events.			
Objectives:	Who	When	How
1. Purchase emergency generators.	Selectmen	Next March	Appropriate funds at next Town Meeting.

Implementation Strategy for Priority Objectives

Goal #			
Objectives:	Who	When	How
Goal #			
Objectives:	Who	When	How

STEP 9: **ADOPT AND MONITOR THE PLAN - *PUTTING IT ALL TOGETHER***

At the end of Step 9, the community will have a formally-adopted Hazard Mitigation Plan that identifies needed actions, sets forth a process to guide completion, and includes a schedule for monitoring, evaluations and updating.

Steps 1 through 8 have provided the background and the information that allows you to prepare the actual Hazard Mitigation Plan. The maps and other data that have been developed will form the basis of the Plan. They can be used as they currently exist or in an edited form for a more finished appearance. Combining all sheets in a ring binder would result in a streamlined mitigation plan (without descriptive text) that can be easily reproduced and distributed. Going through the effort of compiling the information and producing a formal Plan also serves the purpose of documenting the planning process that was followed, and it provides an opportunity for public review and comment.

DRAFTING THE PLAN:

- ◆ **The completed plan will catalog the information gathered in Steps 2, 3, 4, & 5:**
 - ✓ Hazard Identification
 - ✓ Vulnerability Determination and Risk Assessment
 - ✓ Existing Protection Measures

- ◆ **It should then describe those items derived from Steps 5 through 7:**
 - ✓ Identify Gaps/Set Goals
 - ✓ Determine Action Needed
 - ✓ Evaluate Feasible Options
 - ✓ Determine Priorities/Set Objectives

- ◆ **Finally, the plan should detail the implementation strategy developed in Step 8:**
 - ✓ Who administers the Plan and implements actions
 - ✓ How the actions will be carried out
 - ✓ When the actions are expected to be completed.

FORMAL ADOPTION OF THE PLAN:

It is strongly recommended that the local Plan be adopted by either the Selectmen or the Planning Board, following formal ratification by the Hazard Mitigation Committee, for several reasons. Formal adoption:

- ◆ Demonstrates community commitment to hazard mitigation;

- ◆ Prepares the public for what the community can be expected to do before and after a natural hazard disaster.

- ◆ Ensures continuity of natural hazard loss reduction efforts over time; and

- ◆ Qualifies the community for funding under several federal programs designed to plan for and mitigate hazard events.

MONITORING AND EVALUATION OF THE PLAN:

Monitoring and evaluation of the active mitigation actions can take place on a semi-annual or annual basis. Findings of success as well as difficulty should be documented to support maintenance or revision of the Plan, and should be reported to community officials and state hazard mitigation staff.

Following a natural disaster event, the community Mitigation Plan should be reviewed and updated with any new information learned from the recent experience. An assessment of where the stated objectives did or did not reduce damage is vital to measuring the effectiveness of the various objectives. Monitoring will help the community improve the original Plan's implementation items and budget schedule.

Checklist for Step 9

- ☐ Draft the Plan using results from Steps 1 through 8, as described on the facing page, and use the Summary sheets on the following pages to track information that is relevant to the Plan preparation.
- ☐ Use a binder to keep all materials together.
- ☐ Circulate draft plan to reviewers, including local officials and your technical assistance contacts, for comments. See sample cover letter in Appendix B.
- ☐ Advertise intent to adopt the Plan as appropriate.
- ☐ Have the Board of Selectmen, City Council or Planning Board adopt the Plan.

The mitigation plan can be “adopted” in several alternative ways:

1. Adoption as an annex to the Community Emergency Management Plan. No legal and formal procedure is provided in New Hampshire statutes for this action, however, a published agenda item announcing a public hearing followed by an adoption vote would accomplish public notification and provide an opportunity for comments in a reasonable manner. The Board of Selectmen or the City Council would be the appropriate body for adoption in this manner.
2. Adoption as a chapter of the Community Master Plan. The adoption procedure for master plans is defined in RSA 674:4 and RSA 675:6. It is conducted by the Planning Board and entails a public hearing notice, the hearing and a vote by a majority of the Planning Board membership.
3. Simple endorsement by a board or commission through an agenda item requiring a discussion and vote of consensus.

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- ☐ Prepare to review the Plan in order to monitor action implementation on a yearly basis and revise Plan as necessary.
 - ☐ Prepare to evaluate the Plan regularly, and especially following a disaster event. Are actions being implemented? How effective have they been in mitigating natural hazards?

PRODUCT

A Hazard Mitigation Plan, adopted by the appropriate board, with a schedule for monitoring, evaluation, and update.

SUMMARY OF THE PRIORITY HAZARD MITIGATION ACTIONS

This Hazard Mitigation Plan describes past and potential disasters and those selected strategies that will reduce the future losses due to natural hazard events. The Plan contains an inventory of the ongoing mitigation activities in the community, a description of additional appropriate mitigation measures that should be undertaken and an implementation strategy for the priority mitigation projects. Therefore, the Mitigation Plan is a summary of the collected background information, general discussions and idea sessions and the decisions for action that have been reached by the citizens and public officials who have participated in this community mitigation planning effort.

A summary of the hazard mitigation initiatives that have been prioritized using the above nine community hazard mitigation planning steps has been created that includes:

- ☐ Number and list all the actions/initiatives in order of priority.
- ☐ List the actions in the Table.
- ☐ An Office of Emergency Management planner or a Regional Planner can assist you in suggesting possible Federal or state agencies that could fund the initiative.
- ☐ Consider the community's interest in contributing funds to the action.

The funding estimate for implementation of the action is intended to be a "ballpark" amount of dollars required to complete the action; possible government agencies having the authority and funding to assist in implementing the initiative can also be listed.